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Factors affecting employee motivation in cleaning services. A case study: SOL Palvelut Oy

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A case study: SOL Palvelut Oy

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The objective of this thesis project is to examine influences of Training, Responsibility, Interpersonal Relationship and Teamwork towards employee motivation. The research was carried out at two different SOL's client's premises to provide an overview of the operation and current working status which employees have been experiencing. The researchers reviewed both theoretical and practical sources for finding solutions to the problems.

The theoretical background comprises of basic introduction to employee motivation and factors affecting motivation applying Herzberg's theory. In addition, the researchers also mentioned theory on training and effective teamwork that includes definitions and its relations to motivation.

This research was conducted by using quantitative and qualitative approaches. In particular, for quantitative method the researchers used questionnaire survey, which was structured in two formats: e-form and "hardcopy". Two approaches of qualitative method were applied which are participant observation and interview. Thus both of these approaches were not conducted simultaneously. The questionnaire survey was considered as the primary data collection meanwhile participant and interview are supportive approaches to clarify issues collected from survey.

Besides that, the researchers also used problem solving tool as method to obtain solutions for issues identified mainly from survey. Specifically, brainstorming and brainwriting session were held as workshops where employees contributed their ideas for developing and improving the better workplace. Nevertheless, the researchers only selected relevant and applicable suggestions to the most common issues in this study.

The results from data analysis indicated that the most common issues are training procedure and responsibility. Precisely, they are the length of training period and the non-refilling items. The information from interview provided clear pictures on training period and the method to improve employees' motivation in term of rewarding system. Suggestions from workshops provided solutions to enhance the quality of working environment.

Keywords, motivation, teamwork, training, interpersonal relationship, responsibility

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1 Introduction

As the employees of SOL Palvelut Oy, the thesis researchers would like to contribute their efforts to enhance the quality of cleaning services in the company in order to provide the best services to its clients. Many businesses in Finland outsource cleaning services from SOL. However, it is challenging since there have been more cleaning companies entering the market in Finland. Therefore, to keep SOL at competitive level, developing and improving the operation of cleaning services for onsite clients of SOL Palvelut Oy is essential.

The thesis project focuses on developing and improving the operation of cleaning services in SOL's clients' premises through employee motivation. The researchers conducted both quantitative and qualitative methods in this study. Specifically, for quantitative approach the researchers used questionnaire survey which applied both e-form and "hard copy" versions. In qualitative approach, participant observation and interview were carried out. The data collected from both approaches would be analyzed for searching issues. Problem solving tools, in particular, brainstorming and brainwriting workshops would be held to seek for solutions.

The target group for the research is housekeeper or room maid. The limitation of the thesis is to concentrate on four factors which affect to employee motivation. They include Training, Responsibility, Interpersonal Relationship and Teamwork. For theoretical parts, the researchers solely applied the Herzberg's motivation theory concept, which was the most relevant to this thesis topic. In addition, there were also other reliable sources referred such as printed and online books, online documents and other related topic materials.

The research took place at two different client's premises of SOL Palvelut Oy so that researcher could have a general perspective of the current situation that employees have been experiencing. For the convenience of the readers, the researches divided the thesis project into four (4) main sections. The first section focused on basic theory. Secondly, the researchers introduced methodology applied for this study. Next stage was data analysis and finally, recommendations were obtained from the survey and workshops' outcome.

2 Theory of Motivation, Training, Interpersonal Relationship, Teamwork and Responsibility

The theoretical part introduces the basic concept of motivation and Herzberg's two-factor theory, which is one of the motivational related theories. In this section, researchers would like to explain how Training, Responsibility, Interpersonal Relationship and Teamwork affect employee motivation.

2.1 Concept of Motivation

According to Mullins & Dossor (2013, 285), motivation is defined as the creation of stimuli, incentives, and working environments that enable people to perform to the best of their ability. The heart of motivation is to give people what they really want the most from work. In return managers should expect more in the form of productivity, quality and service. In simple way, employee motivation is about the ways a business can encourage staff to give their best. "Motivated staff cares about the success of the business and work better" (BBC 2014). However, motivating staff is not simple since "there is no single of simple answer to the question of what motivate people to work well" (Mullins & Dossor, 2013a, 289). To some certain extent, it will be helpful for managers to understand the nature of motivation to assist them to manage their employees. The basic motivational model is attached below giving a clear picture of the concept of motivation. In the model, behavior or actions are considered as "a driving force within individuals by which they attempt to achieve some goal in order to satisfy a need or expectation" (Mullins & Dossor 2013b, 284)

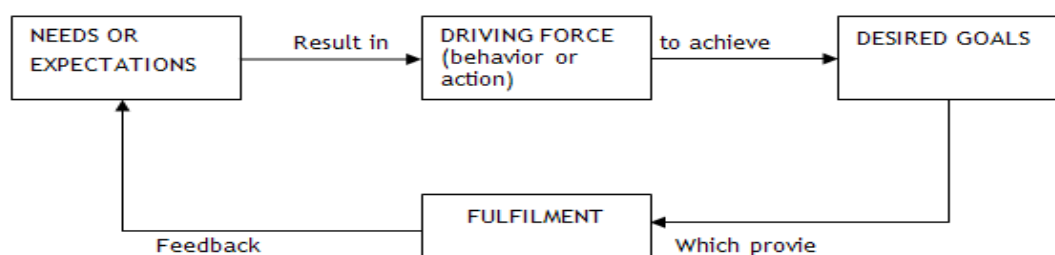


Figure 1: The basic motivational model. (Mullins & Dossor 2013, 284)

From this point of view, for people to achieve their goals, managers should set up clear goals or objectives or tasks within the organization. People will not perform the best of their ability if they lack motivation of experience over the task they are given. The performance is formulated as:

Performance = function (ability x motivation to use ability x opportunity to perform)

To explain transparently, one cannot be encouraged to "do something that they do not have the ability to do; this emphasizes the importance of training to motivation" (Mullins & Dossor 2013, 289).

2.2 Herzberg's two-factor theory

There are many theories of motivation available. However, the researchers focused on Herzberg's two-factor theory that was first introduced by Frederick Herzberg in 1959 (Stello 2011, 3). It is "a theory of job satisfaction related to motivation at work" (Mullins 2001, 232). It consists of two dimensions: Hygiene and Motivator as illustrated in figure 2.

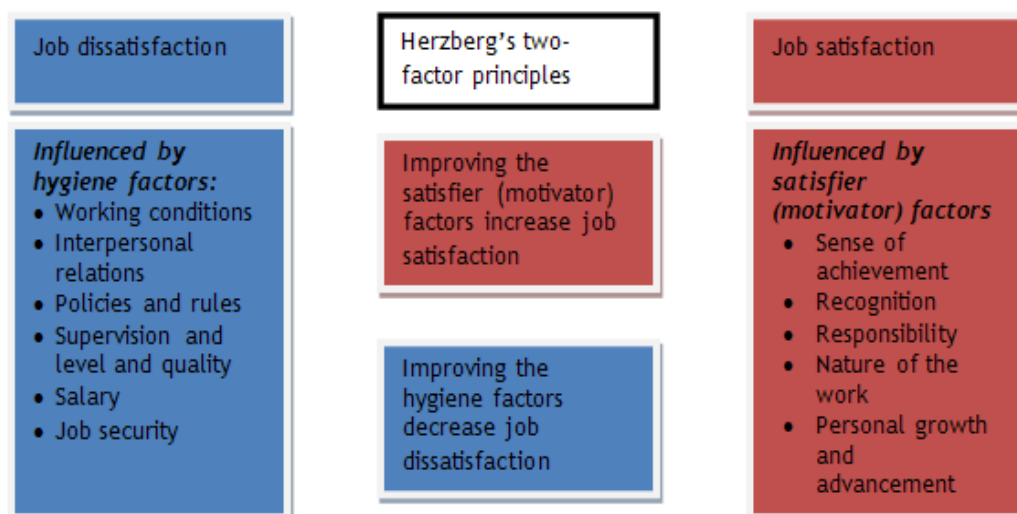


Figure 2: The concept of Herzberg's two-factor theory (www.johnwiley.net.au, no date)

Gray cited in his book that Herzberg called factors in "Hygiene dimension" because hygiene operates to remove health hazards from the environment of man. It is not a curative, but rather preventive. Modern garbage disposal, water purification, and air-pollution control do not cure diseases, but without them we should have many more diseases (Gray, R 2007, 34). For example, people are not willing to work if their working environment is not secure or the working conditions are poor. People work in their own styles or organization will be chaotic if there are no policies and rules set. Therefore, "hygiene factors" are to create healthy working environment for employee to reduce job dissatisfaction.

In "hygiene factor", Herzberg listed Interpersonal Relations as one of the factors that can affect Job Satisfaction/ Motivation. Carvazos (2013) defined "the interpersonal relationship is the nature of interaction that occurs between two or more people who fill each other's explicit or implicit physical or emotional needs in some way". Differences in personalities and background can "prevent people working effectively together" (Educational Portal 2003-2015).

Moreover, Smith (Forbes 2013) cited that "most people work with a diverse group of colleagues with different skill sets, backgrounds, values, and interests and while these differences can collectively make an organization stronger, they can also be a source of conflict". Working conflict influences not only employees mentally but also physically. Therefore, in order to prevent the working conflict, Ms. Friedman (Forbes 2013) suggested maintaining "an atmosphere of politeness, respect, geniality in order to create an environment where people come in to work with a good attitude". This is the way to get people to be productive and motivated.

Work responsibility is described as “duties that people in certain positions should claim. This can refer to both laborious and social tasks. Recognizing and fulfilling one’s responsibilities at work is generally regarded as an essential part of a strong work ethic” (WiseGeek 2003-2015). When an employee is hired for a specific work he is expected to perform his duties successfully. He must also adhere to the rules and regulations of the company. There may be hidden tasks that are not defined during the interview; however, it is the employee’s duty to fulfill the required tasks. An employee’s ability to recognize these undefined responsibilities and perform effectively is crucial for the sustenance of the organization (WiseGeek2003-2015).

An employee must have social skills and right attitude, it is important in work responsibility. An employee who does not have proper work attitude and displays negative attitude will not be favoured by the colleagues and will have negative impact on them. For instance, a supervisor in a company displays negative attitude and does not communicate with his/her colleagues and disrespects subordinates then he/she is likely to be disliked by everyone and does not receive the respect she should deserve. Therefore it is essential that employees have proper attitude and have social skills.

Employees often consider themselves responsible if they have successfully completed their task. But it is not necessary that they are responsible, they must also be responsible for unidentified tasks such as helping other colleagues if they are unable to manage their work. An employee often expect promotions based on their completion of work, however, supervisors most of the time look for factors such as their attitude towards work and colleagues, how they actually do their work etcetera. Thus, completing one’s task is not considered being responsible, there are many other factors that play a role in work responsibility (WiseGeek 2003-2015).

Herzberg in his two-factor theory of motivation defined responsibility as a motivation factor. Responsibility is defined as “the employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability” (Management Study Guide 2003). In his theory he defines certain aspects of a job that are constantly related to job satisfaction such as achievement, responsibility, growth etcetera and other various factors like company policies, supervision, work conditions, salary, status etcetera to job dissatisfaction. Eliminating the sources of dissatisfaction will not lead to satisfied employees nor will adding job satisfaction factors eliminate the dissatisfaction. Promoting certain employees will make them happy but will not be satisfied nor will a safe and healthy work environment satisfy the employees if satisfaction factors are not provided to them.

Herzberg in his theory explained that for employees to be satisfied and motivate them “job enrichment” should be introduced (Mind Tools 1996-2015). Job enrichment is “a job redesign technique that allows workers more control over how they perform their own tasks” (Boundless (no date)). Applying this approach in an organization allows employees to take more responsibilities and also experience positive outcomes resulting in reduced turnover, increase in productivity, reduced absences etcetera. This phenomenon may be due to the responsibility and authority an employee has over his work maximizing his work efficiency, reducing irrelevant tasks and increasing his overall performance (Boundless (no date)).

An employee who has the freedom to have authority over his work, is recognized for his hard work, has a sense of achievement and has opportunities to develop their skills and advance forward and is ready to accept the challenges at work is the one who is motivated and satisfied. However, not everyone is suited for job enrichment. Some may expect greater value in return for their work and if not met with their expectations they become frustrated and have no motivation to work (Boundless (no date)).

2.3 Creating effective teamwork to promote employee motivation

Cleaning services in hospitality industry is generally called housekeeping services due to its main function to keep guest room and other contracted areas inside client’s premises clean and tidy. In hotel or on cruise ship, housekeepers are often assigned to work independently. However, Mullins and Dossor (2013d, 351) stated that in hospitality operations work is a group-based activity.

It has been challenging to differentiate the differences between a “group” and a “team”. There has also arisen some point of view saying “a team is always a group, but a group is NOT always a team” (Mullins & Dossor 2013, 352). The differences between these two terms are variable depending on people’s perception. Belbin (2000) pointed out six factors which describe differences between “group” and “team”. It consists of size, selection, leadership, perception, style and spirit in which he emphasized that size is the best differentiation.

The term “teamwork” has been used popularly at workplace. Mullins and her co-author Dossor (2013, 352) clarified that teamwork is achieved when a group of people communicate well and clearly, work closely together and help each other with instruction and / or actual labour during work. In another way, teamwork occurs when there is cooperation between staffs at work. The cooperation is not only between subordinates but also between supervisors and subordinates. According to Adams (2008, 21) teamwork is not an option for a successful organization it still plays an important role because it can lead to achievement, creativity and energy levels. Besides that, the organization might get “many potential benefits from

successful team-building" (Mullins & Dossor 2013, 353). In particular, Berger and Vanger (1986, 82-90) expressed that "a successful team-building will improve your employees' productivity. They will be better to handle complex operations they will respond more quickly to new situations; they will be more motivated and will make better decision". A successful team-building will produce an effective teamwork which "is crucial to an organization's effort to perform better, faster and more profitably than their competitors" (Mullins & Dossor 2013, 354). In another word, an effective teamwork creates employees motivation.

2.4 Training as a motivational factor

Laird (2003, 22) describes organization as "systems designed to achieve a goal or perform a particular function such as delivering a completed product to a customer". It also consists of in-built subsystems and sub processes which are also designed to attain sub goals essential to produce the overall output. For example in a café, delivering a bill to the customer is a sub process of the overall goal. The cashier "inputs" the prices and the bill is collected from the cash register "output". An organization's system also comprises of organizational processes that illustrates a planned step-by-step procedures to achieve the final output. The people involved in the processes each have a function and they work together and see that the systems are performing well (Laird 2003, 22-24).

All organizations have different systems and subsystems; some of these systems may be complicated while others may be simple but have the same three key elements: inputs, process, and outputs. It is necessary to recognize the systems and subsystems of an organization in all its training and development activities and the organization must be able to do so (Laird 2003, 24-25). Training and Development activities facilitate enterprises to accustom and manage growing environmental situations so as to function at its optimum in a competitive market (Garavan, Hogan & Cahir-O'Donnell 2003, 39). The effectiveness of these events according to Garavan et al (2003, 39) depends on the design and implementation of the training itself, the characteristics of the trainee and the learning climate of the organization.

Training is defined as "a systematic process through which an individual is helped or facilitated to master defined tasks or competencies for a definite purpose" (Garavan et al 2003, 42). It is a guidance to define the appropriate measure to perform the tasks and determine individual behaviour that is exhibited. According to Garavan et al (2003, 42) training should be an integral part of the work and development of an organization. The main focus areas of training are skills, knowledge and appropriate attitudes to perform the tasks. This activity applies to all employees of an organization and is usually a short term event. Employees may have onsite training which means that the trainee will be able to learn and experience in the actual working environment and guided by a supervisor or colleague. Off the job training requires

an employee to undergo an elaborate training program dealing with issues such as technical training, personal development or training for supervisory or managerial role (Garavan et al year, 42).

Training and motivation are interlinked and this relationship allows the employees to be catered with both awareness and competencies that motivate them to perform well to achieve certain objectives. Many organizations experience unmotivated employees and the reasons being their laziness to work or lack of confidence in one's abilities, fear of failure, absence of rewards, monotony and other such factors. Therefore, employees should be given an opportunity to enhance their skills through different training programs tailored according to their present skills. Through training, employees will learn to better manage their time and work faster, it will also increase their efficiency, communication skills etcetera. This will in turn enhance their self-confidence and remove their fear of failure and a happy employee is an asset to the company (Nayab 2011).

Employees who experience disinclination to work in an enterprise they cannot associate with should be given training to adjust within the organization and develop skills required by the company. Most of the employees do not have the opportunity to attend training programs to develop their skills and often they are aware of the need to enhance it. These employees often experience frustrations and anger affecting their motivation and work efficiency. Training and development programs will aid in enhancing their skills and motivate to continue working in the present company and also perform better (Nayab 2011, Bright Hub).

3 Methodology

In the thesis, researchers both used quantitative and qualitative methods to conduct the research. According to Veal (1997, 34), "the quantitative approach to research involves statistical analysis and it is an approach that involves data collection through questionnaires and surveys to draw statistical or numerical conclusions". Contrary to quantitative approach, "qualitative methods concerns the data collected from subjects on their feelings and thoughts. It does not include numerical, rather the data is collected through interviews, discussions with the target group etcetera" (British Library (no date)). In particular, for quantitative approach, researchers use questionnaire survey and for qualitative approach, in-depth interview and participant observation will be carried out.

After having analyzed the questionnaire survey, participant observation and interview, the researchers discovered certain problems. According to Isaksen, Dorval, Treffinger (2011, 19), problem solving generally involves devising ways to answer questions and to meet or satisfy a situation which presents a challenge, offers an opportunity, or is a concern. "There are four

basic steps in problem solving regardless of size or complexity. They are defining problems, generating alternatives, evaluating and selecting alternatives and implementing solutions.” (University of Minnesota, no date). In order to solve problems creatively, there are many problem-solving tools created to “design and develop new and useful outcomes” (Isaksen et al 2011, 26).

3.1 Quantitative research

Muijs (2011, 1) cited in his book that quantitative research is explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics). The main objective of this research is to investigate the influences of Training, Interpersonal Relationship, Teamwork and Responsibility on employee motivation in SOL’s clients’ premises. Data collected for this research is conducted through two methods e-survey and “hard copy” survey. According to Veal (2006, 244) the e-survey form has two types of format which are Email and fully electronic.

However, the researchers selected “fully electronic” format, which means the respondent, had to log into a specified Internet site and complete the questionnaire on-line (Veal 2006, 244). Besides that, “hard copy” of questionnaire survey was also printed out to send to respondents at workplace to reach other group of respondents who do not have access to Internet at home. The questionnaire survey is prepared in both English and Finnish for respondent’s convenience. In order to analyze data, the researcher used Microsoft Excel.

3.2 Qualitative research

According to Cooper & Schindler (2006, 196), qualitative research includes an “array of interpretive techniques which seek to describe, decode, translate and otherwise come to term with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world”. In this qualitative method, researchers used both interview and participant observation approaches to investigate more whether there were any obstacles or issues which employees might be experiencing at their workplace.

Participant observation means “the researcher is a participant in the milieu being studied” (Veal 2006, 173). This method is to “provide researchers with ways to check for nonverbal expression of feelings, determine who interacts with whom, grasp how participants communicate with each other, and check for how much time is spent on various activities” (Kawulich 2005).

According to Klave (1983, 174) a qualitative interview is “an interview, whose purpose is to gather descriptions of the life-world of interviewee with respect to interpretation of the meaning of the described phenomena”. There are different methods to obtain these descriptions, the most common among them are face-to-face (FtF) interviews, interview through telephone and the interview through computer mediated communication (CMC) such as e-mails, online video chats etcetera (Opdenakker, 2006).

The researchers conducted a structured interview format for this research. A structured interview is “associated with the survey style of research where a standard interview schedule is designed to answer a series of specific questions on a face-to-face basis” (Finn, Elliott-White, Walton 73, 2000). Structured interview takes place in real time and real place. An interviewer is able to observe the interviewee and his/her social cues such as voice, body language etcetera and also the interview can be recorded and analyzed word to word. The interviewee responds to the questions spontaneously without having to think and reflect on the answers (Opdenakker, 2006).

3.3 Problem Solving Tool

Using Problem Solving Possibilities Diagram as a guideline, the researchers decided to choose brainstorming and brainwriting as a problem-solving tool. Brainstorming “has a tendency to produce old and familiar ideas” (University of Minnesota, no date). However, its advantage is to “bring a broad range of experience to the session and helps to make it more creative” (University of Minnesota, no date). In addition, it is able to be implemented immediately and its requirements are simple.

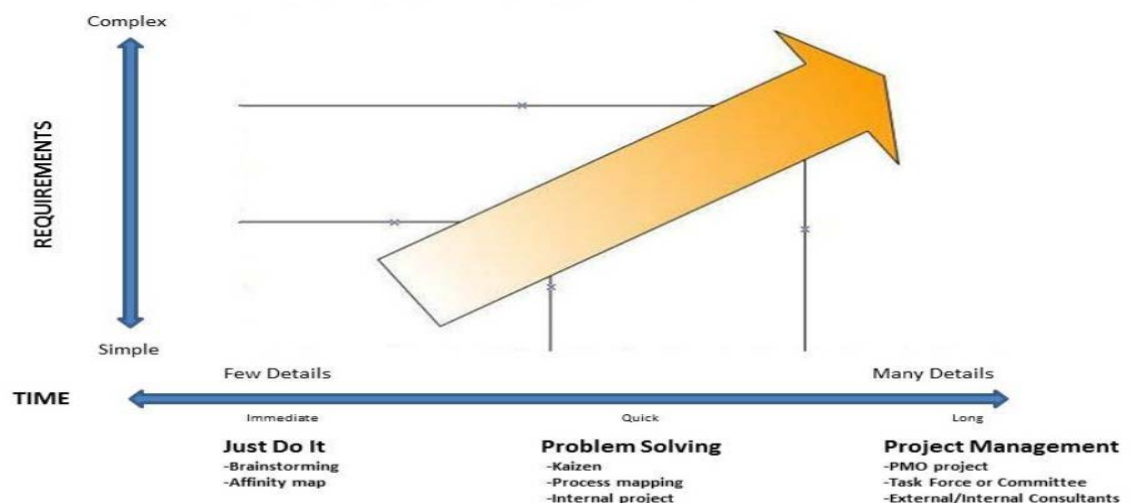


Figure 3: Problem Solving Possibilities Diagram (University of Minnesota, no date)

According to Isaksen et al (2011, 41), brainstorming is one of the generating tools. It is enabled a group to generate many, varied, and unusual options. By using brainstorming approach, “contribution of ideas is provided from all members of the group spontaneously. This is one of the most widely used decision making strategies” (University of Minnesota, no date).

If brainstorming is a “group process” (University of Minnesota, no date) used to generate idea then brainwriting is a method used to generate ideas through individuals. “Brainwriting is an idea generating technique that is similar to brainstorming except that instead each participant thinks and records ideas individually and it is done in silence” (University of Minnesota, no date).

3.4 Research journey

The researchers conducted both the quantitative and qualitative methods to gather information. However, these approaches were not implemented simultaneously. Questionnaire survey was initially conducted to find out the issues that were occurring at the workplace. The information acquired from survey was general. Therefore, participant observation was the next method used to observe attitude and actions of certain employees during their work. During the observation, the researchers did not inform the observees that they were being observed so that the information collected would not be hindered. After having analysed results from survey and observation, the interview with the supervisors from two different premises were conducted to clarify main issues and get in-depth information based on results.

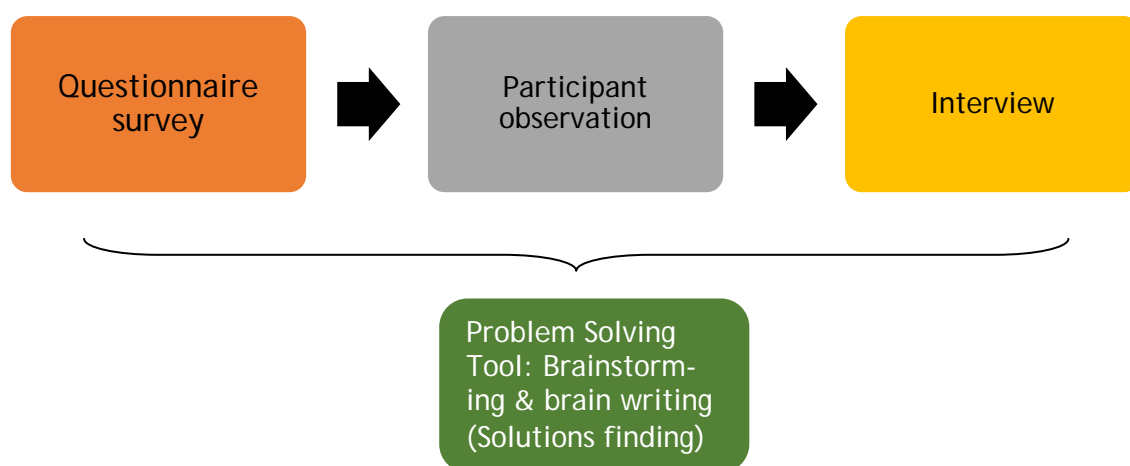


Figure 4: Research journey

In the final stage, when major issues were clarified, the researchers sought for solutions by using problem solving tools which are called brainstorming and brainwriting. The research journey is also illustrated as a figure above.

4 Data Analysis

Before proceeding to analyze data, the researchers would like to present a brief introduction of the company where the research was conducted.

SOL is family-owned company, which was established in early 1992 under the name SOL Siivouspalvelut Oy by Liisa Joronen who is now the Chairman of the Board of Directors of SOL. In the beginning of 2008, SOL Siivouspalvelut officially changed its name to SOL Palvelut Oy. Almost every single company and other business use SOL's services and is a very well-known brand. It provides multi-services to customers such as cleaning, facility, property, and laundry. The company had grown and by the year 2000 new services such as security and personnel services were introduced. They also offer "tailored service packages to meet the customer's needs, either by producing services in-house or by providing them through their network of reliable partners" (SOL Palvelut Oy 2014).

In 1993, SOL's revenue was EUR 30 Million and the number of staff was about 2,300 (SOL Palvelut Oy 2014). According to news reported in May 2014, net sales of SOL in 2013 were EUR 262 million, with 14% growth from the previous year and "the number of personnel increased by 237, which makes the current number of SOL employees 11,482." (SOL Palvelut Oy 2014). In the year 2014, SOL aims to reach EUR 316 million. Its mission is to allow customers to "focus on their core business by producing service experience" (SOL Palvelut Oy 2014). As many business organizations, SOL also set their own values such as "sunny and satisfied customers, the joy of working, everyday creativity, an enterprising spirit and reliability" (SOL Palvelut Oy 2014). The strategy of SOL is that they train their employees to serve the customer's need and satisfy them. SOL's operation is not only in Finland but also in other countries such as "Sweden, Latvia, Russia, Estonia, and Lithuania." (SOL Palvelut Oy).

4.1 Questionnaire Survey

Initially, researchers asked for permission from service manager of SOL Palvelut Oy to conduct the research for the company. After being approved, the researchers used an application from Facebook, a social media to create an e-form survey which is called "Surveys". When the creation of survey was completed, it provided the researchers a link to send to participants. The questionnaire survey was divided into two main sections. The first section was about the general background of participant while the second one focused on investigating the current working situation which participants have been encountering.

In the first section, general information of participant includes type of employee, age range, gender and working experience in the field. The second part is considered as a main part be-

cause it contained investigative questions which focus on four factors mentioned earlier in the thesis project. The survey question types are also varied such as “dichotomous questions that asks for Yes/No” (Trochim 2006), filter question, interval scale question and comment box which participants were free to give their opinions and constructive comments.

Altogether, the questionnaire both in e-form and “hard copy” was sent to hundred (100) participants, out of which seventy (70) replied. Thirty eight (38) participants were male which occupied 54 percent (%) while thirty two (32) female participated in the survey.

According to the survey result, part-time employees account for sixty (60) percent and the rest of the forty (40) percent is full-time employees. The participants belonged to different age group. However, the age range 26-30 dominated with twenty seven (27). Next is 18-25 with sixteen (16), and ten (10) participants in 31-35 age range, six (6) belonged to 36-40 and over 50, in the age range 46-50 there was three (3) participant and only two (2) in 41-45 respectively.

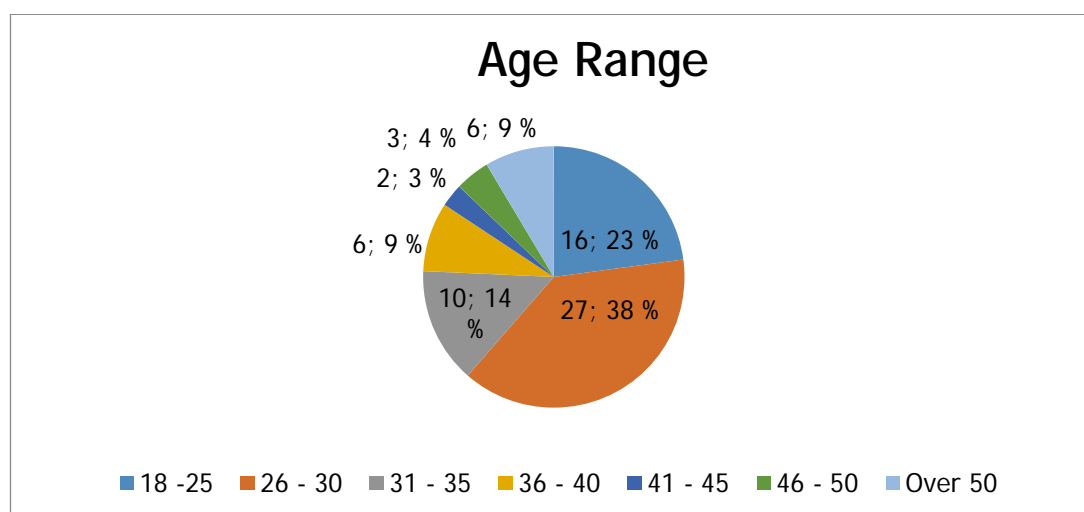


Figure 5: Age range of participants

The years of working of participant was categorised into six groups. According to the result, participants whose working time was from 2-5 years occupied thirty one (31) percent which is the highest among other categories. Standing behind is 5 - 10 years group occupied twenty four (24) percent with 17 persons. Fourteen (14) persons answered that they has been working for SOL in 6 months to a year which account twenty (20) percent. “Over 10 years” group and “1- 2 years” group had the same six answered each accounting for nine (9) percent. The last group is less than 6 months with five participants belong to this.

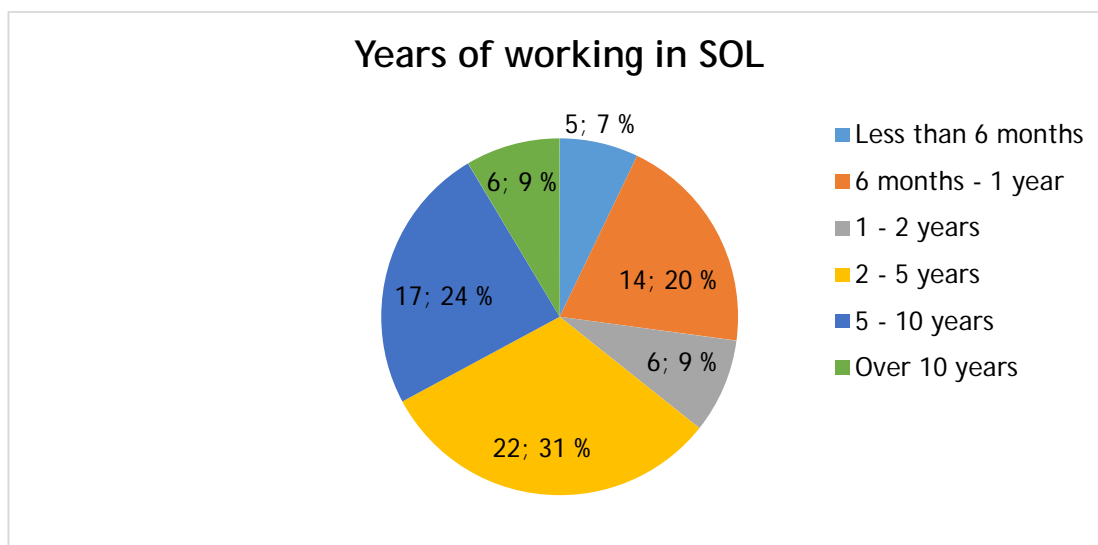


Figure 6: Years of working in SOL

After the general background section, specific questions related to training, responsibility, interpersonal relationship and teamwork were questioned in survey so that the researchers were able to receive more information in detail. In the training section, the result of the survey showed the length of training period on average was 4 to 7 days. As a result of this, most of the participants answered that the provided training period was sufficient for them to learn. Particularly, forty eight (48) respondents answered that they received adequate information during the training period. Adequate information means workplace laws and rules, employees' rights and responsibilities. However, some responded were not provided with enough information because they had shorter training period which was under 7 days. Therefore, the researchers proceeded to find out how important the work-related information to employees is.

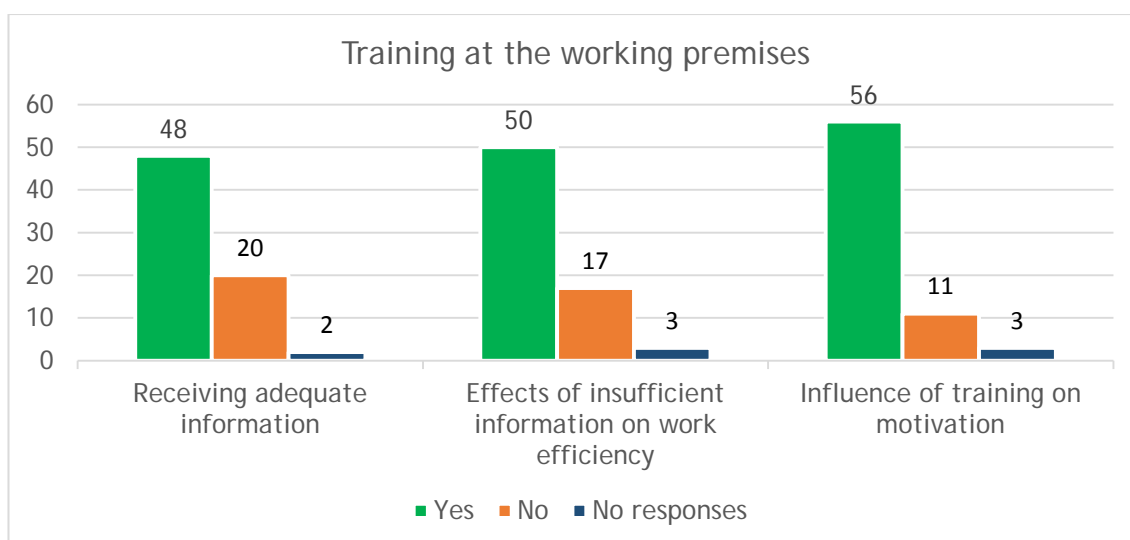


Figure 7: Effects of insufficient information to work efficiency

According to the result, fifty (50) participants who occupy over seventy percent (70) agreed that the lack of information affects their working efficiency. Specifically, participants explained that work will not be completed properly, tools and equipment are not used correctly and it will affect the working time. Fifty six people (56) answered that proper training motivates them to perform work better; therefore, the result of survey pointed out that proper training plays an important role in organizing the operation of the work.

Based on the result, almost eighty (80) percent were aware of their work responsibilities while seventeen (17) percent were not sure and the rest responded that their responsibilities were only to complete their given tasks. To be more detailed, the researchers examined the degree of responsibility by asking the participants whether physical resources were refilled after being used. Three participants did not respond to this question, thirty one (31) replied that the items were not refilled while thirty six (36) answers were "yes, they do". Even though most of the answers were a "yes" there was not much difference.

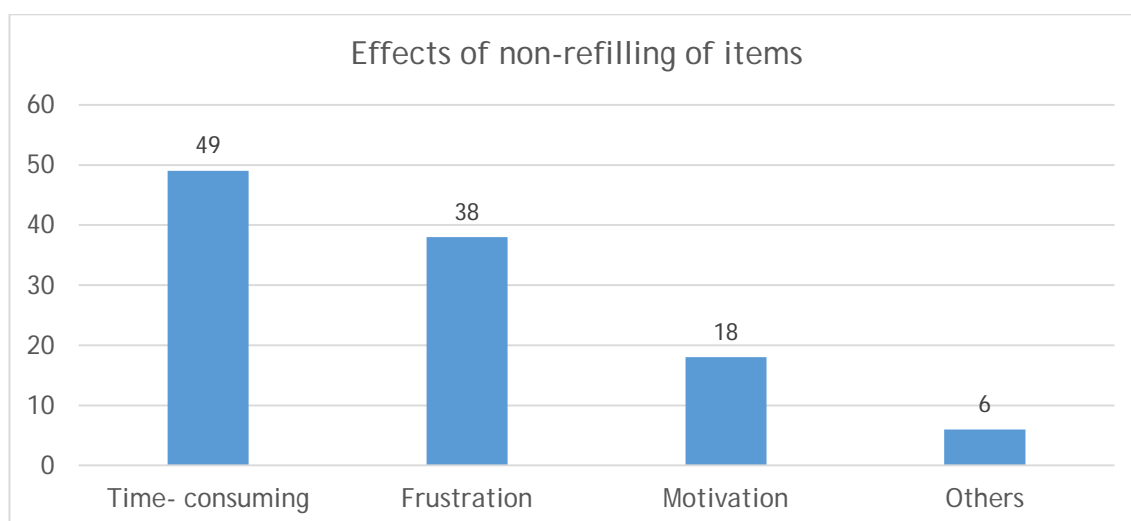


Figure 8: Effects of non-refilling of items

From the above graph, the researchers identified time-consuming as a top factor affecting the work efficiency, followed by frustration, motivation and others such as confusion, mental and physical stress. Proceeding to next issue about the returning of working equipment back to its place, seventy (70) percent replied they do while thirty (30) percent denied. All participants answered they were willing to solve any problems occurred during the work through their mistakes. In order to evaluate the importance of responsibility towards motivation, the researchers divided it into four scales: very important, important, not so important and not important at all. The result is illustrated in a graph below

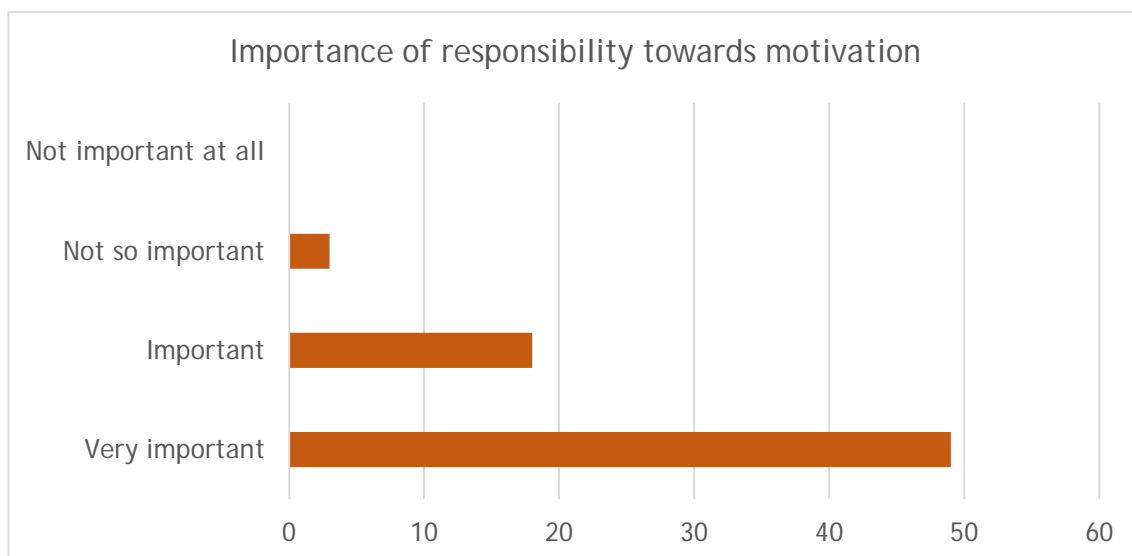


Figure 9: Importance of responsibility towards motivation

As the result shows, most participants evaluated responsibility as one of the very important factors to motivate them at work. In interpersonal relationship section, five different scales were provided from strongly disagree to strongly agree and respondents were free to choose the appropriate answer between those scales. People agreed that having good relationship with boss and colleagues motivated them.

Maccoby (2010, 60-61) mentioned in his article that "people are motivated by good relationships with bosses, collaborators, and customers". Besides that, the number of "strongly agree" and "agree" of participants relating to helpful colleagues, approachable supervisor and the treatments of supervisor towards employees is higher than other scales. By maintaining this friendly working environment, it keeps employees motivated and satisfied as Herzberg states in his theory that having good interpersonal relationship decreases job dissatisfaction. In addition, Jönsson (Maccoby 2010, 60-61) "finds that there is a strong correlation between satisfactions at work, which he considers an indication of motivation".

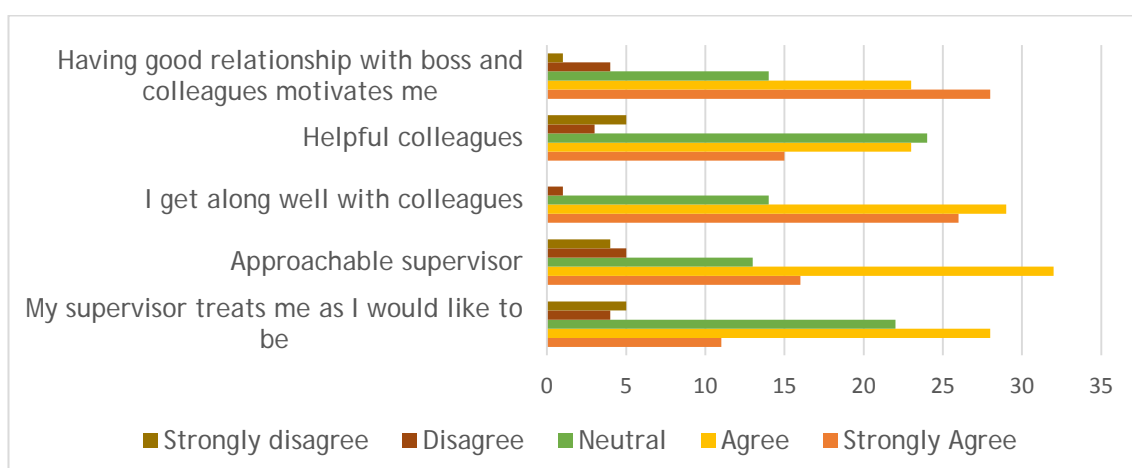


Figure 10: Interpersonal Relationship

The researchers applied the same answering method to “teamwork” to identify how employees evaluate teamwork issues at workplace. “Neutral” was the most selected option when researchers investigated whether there is a lack of cooperation between people at work. Therefore, in order to clarify the matter, the researchers looked at the second most rated answer. And it was nineteen (19) answering disagree” in contrast to thirteen (13) answer of “agree” and six (6) of “strongly agree” respectively. As a result of it, there is cooperation among team members and that explains the high rate of “agree” for “other team members will help me if I need”.

Thirty five (35) replied there is an effective communication between employees comparing to twenty four participants (24) who chose “neutral”, nine (9) “disagree” and two (2) “strongly disagree”. According to Root III (no date), “one of the key elements in creating a good team is proper communication”. As a result, participants agreed that there is effective communication among team members at the workplace. However, most participants also agreed that their colleagues put their needs ahead of others’. Needs means employees choosing what is best for them. For example, employees take more working tools and equipment than needed or refusing to take extra work or work in different areas. In general, the result showed good teamwork as one of the indicators to motivate employees to perform work better.



Figure 11: Teamwork

The researchers received a positive response from the questionnaire survey, out of 100 surveys that were sent 70% replied. According to the results, the age range of the employees was diverse with 26-30 as the dominant. Similarly, the working experience of 2-5 years occupied 31% being the highest in its category. In the training section, the result of the survey showed

the length of the training period in average was 7-14 days. Most participants answered that the information they received during the training was sufficient however, some acknowledged that the training was swift and provided with insufficient information

The answers from survey indicated that non-refilling items affected the working efficiency in terms of time-consumption, frustration and motivation. Therefore, participants evaluated responsibility as one of the most important factors to motivate them at work. They also agreed on having good relationship with colleagues and supervisors motivated them. In general, the results showed that the working environment was friendly in which they had good communication and cooperation between team members. Overall, the questionnaire survey method only helped researchers to collect partly the needed data. Thus in order to get more information and clarify issues found in survey, the researchers used qualitative approaches which have been introduced in later part.

4.2 Participant observation

The observation took place at two different client's premises of SOL. The researchers selected two housekeepers whose general background were different in terms of age, working years and gender to investigate whether if there were any differences in terms of Responsibility, Training, Teamwork and Interpersonal Relationship. Both observation recording sheets are attached in Appendixes.

In order to conduct an observation, researchers created observation recording sheet which researchers were able to take notes and "describe what is going on at the site" (Veal 2006, 186). The observation lasted in two continuous working days. After the observation, the researchers analyzed data by using observation process pattern.

The process is divided into three stages which are color-coded. The red color illustrates the first stage when a housekeeper prepared for her or his working day. The second stage is when the worker was in working progress and is coded in blue. The last stage in green color presented the end process of her or his working day. The brief introduction of both observees is introduced as below.

Observee 1: A female who is in 36 – 40 age group. She has had over five years working in Housekeeping. She is a permanent full-time employee. At her workplace, she is assigned to be responsible for her own floor which is 3rd floor. This floor includes old and new side of a building. She is an open-minded and straightforward person.



Figure 12: The observation process of a middle-aged female housekeeper

The analysis of observation is done step by step. In the first stage, the female observee showed positive working attitude at workplace. This is showed by the way she greeted her supervisor and colleagues and discussed with her supervisor about work. Proceeding to the second stage, the observer spotted that she refused to give mini-bar items from the trolley to her colleague and she suggested to take it from the storage. In order to understand her action, the researchers spent more time to observe to obtain more information.

The extra observation pointed out that the main reason of her refusal is time. She did not want to spend her extra time for going to storage room to get item in case guests had purchased items. The researchers also had a short conversation with the observee, from her perspective, she said every employee has to be responsible for their work; she was frustrated when she had to carry all necessary items and some employees did not. She also explained that she does not refuse to help all employees, only to certain people who do not take good care of work.

In the last stage, when work was completed, she prepared for next working day by refilling all guest items, linens and towels to the trolley and emptying a trolley for putting dirty linen. According to the observee, when all work was well organized, it not only saved time for herself but also for her colleagues.

Observee 2: A male of 25 years of age with 2 years of working experience as a housekeeper. He belongs to a certain floor. However, he is also sent to other floors. He is a part-time worker and has a friendly personality. He is a hardworking and helpful person.

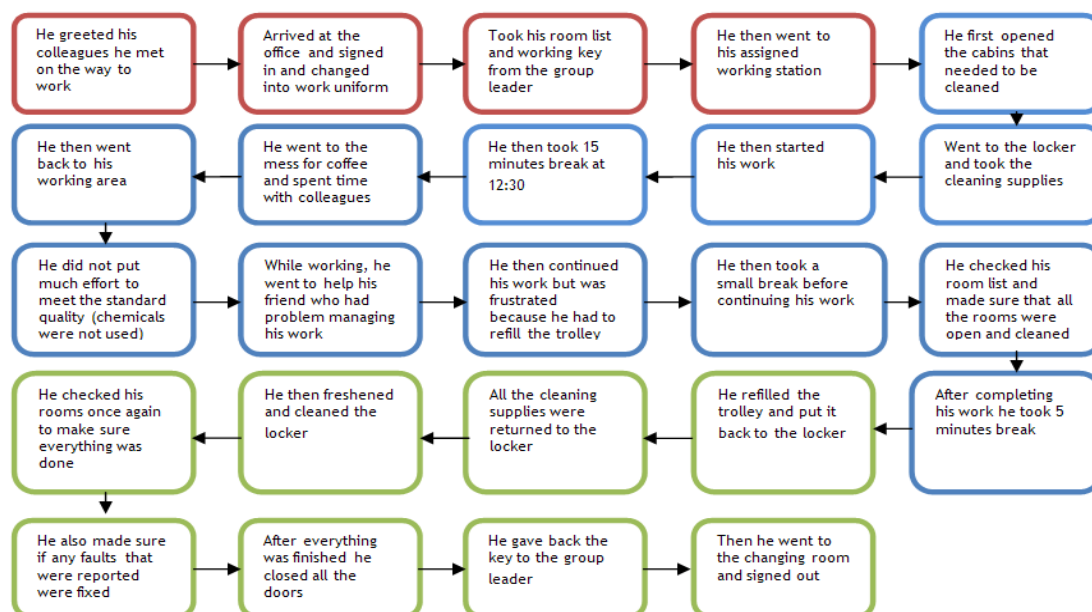


Figure 13: The observation process of a young male housekeeper

During the initial stage, the observation showed that he had a friendly personality and respect for everyone. He greeted his colleagues and his supervisors. He took his working list and also discussed his plans for that particular day with his group leader. He then went to his assigned area.

In the working phase, he did not encounter any problem but the observation revealed that he did not put much effort to meet the quality standards, he did not use chemicals nor did he have proper equipment. In order to understand the reason for such behavior, the researchers decided to have a casual conversation and asked him. The observee replied that he did not have a bottle for the chemical so he did not use it. The observation revealed that during the working phase he went to help one of his friends who had problem managing his work. The reason was explained after that helping each other made the work easier and when he needed help his friend would come too. At the end of the working phase, it was noticed that he was frustrated at some point when he had to use the trolley, which was not refilled. He later explained that was because he had to take extra time to refill the trolley and use it. Therefore, he felt more anger towards the full-time workers.

In the last phase, the researcher observed that all the equipment was returned to the locker and most importantly after using the trolley; he refilled it so that it would be convenient for the next person who would use it. Moreover, they would not have to feel frustrated and waste time refilling it.

4.3 Interview

The readers can refer interview questions attached in Appendix. The interviews were conducted at two different premises. Each of the interviews lasted approximately 30 to 40 minutes. The researchers interviewed two supervisors who are in charge of their assigned business areas. As a request, interviewees did not want their names to be published in this thesis project. Totally, there were eleven questions prepared involved in training, responsibility, interpersonal relationship and teamwork. However, the researchers selected some necessary information from the interview content to clarify unclear issues in questionnaire survey.

There were two main issues which researchers would like to investigate. Initially, it was training. The second issue was the responsibilities of employees at workplace. According to the interviewees (Anonymous 2015. Personal communication) that were interviewed; the length of training period was from 2 to 3 weeks. However, the result from survey showed that employees had shorter training period. To explain this phenomenon the interviewee added that the learning time depended on each individual, for example, one person may take a week to learn the working process while the other may have to be trained for a longer period.

Nowadays, it is mandatory for new employees to complete the online orientation program comprising of safety, rules and regulations at work and usage of liquid and equipment. There is also on-site training day where employees are taught to use equipment ergonomically and the correct use of different cleaning materials. The researchers asked whether training manuals were provided to new employees to refer prior the actual training. The training manual includes pictures of rooms, instruction on using liquid, chemicals and equipment at work. Unfortunately, the company did not provide training manual instead onsite training was offered.

Both supervisors described their employees as hard working, friendly and responsible. Though sometimes the workers were not responsible and did not fulfill their duties. As stated by one of the supervisors, his approach to motivate employees is using different rewarding system such as free paid day, movie tickets or extra paid hours. In contrast, to those who had negative attitude or unfulfilled duties according to standard, their working hours would be decreased or supervisors would have a private conversation to find the problems. This in a way creates a fair working environment. Some social events are also organized for employees to socialize and improve interpersonal relationship. Some of the events are sponsored by the company while small social events are on personal expense.

4.4 Brainstorming

Under permission of service manager, the researchers were allowed to refer and use materials from the training session which was held at SOL headquarter. One of the main contents of the training was problem solving workshop where all major problems were presented. The facilitator divided formed 4 groups with 5 or 6 members and discussions and brainstorming sessions were held for finding solutions over these problems in 10 minutes.

However, the researchers only focused on the main issue related to thesis topic to analyze. It is "how to reduce wasting time". During the brainstorming sessions, each group explained the situations they encountered at workplace to share with other groups. Based on the discussions the participants also agreed that some employees have selfish way of thinking at work, for instance, they left the maid trolley and items non-refilled. Therefore, most groups acknowledged that the most time consuming factor is the non-refilling items.

Some employees stated that their colleagues frequently gave an excuse for non-refilling trolleys and other items by saying they had school or had some personal matters needed to be solved. From this point of view, there were many solutions suggested to reduce the wasting time or in the other way, to improve the responsibility of employee. Suggestions are presented in later part.

4.5 Brainwriting

The brainwriting session was held in order to gain insight into the problems and ideas that each individual had concerning their workplace. The researchers asked three participants with different working background and position in the company so that the researchers would gain information from different perspective.

The researchers as a moderator asked the participants to record the problems they encountered and the solutions for it if they had. The participants had the freedom to explain any problems they had, not only focusing on certain problems so that other problems would not be excluded from the scenario. However, researchers concentrated on finding the common problem that they experienced on day to day working life.

Based on the analyses results, the most common problem was the shortage of or faulty equipment and the non-refilling of trolleys. Participants also explained that during the working hours, especially when it was busy, they had to spend extra time searching for required equipment which delayed their work. Moreover, non-refilling trolleys not only caused wastage of time but also resulted in frustration and demotivation.

5 Recommendations

The suggestions are provided based on the results of problem solving workshops and questionnaire survey. There are four main suggestions that most participants would like to get them implemented at workplace.

5.1 Rewarding system

Wilton (2011, 217) cited in his book that “reward system refer to all the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform”. According to interview result, the supervisor apply these methods such as movie ticket or free paid day. However, the employees expect these methods to be implemented customarily.

The employees not only would like to be rewarded monetarily but also suggested psychological payments such as showing appreciation, complementing the work, the “Employee of the month”. This makes “employees believes that his/her company cares about them and appreciates his/ her contributions to the company” (New York University 2015).

The “Employee of the month” program is more about recognition than reward because “it starts with a person’s name” (Hart 2011). He also stated that “meaningful words can be much more powerful than the proverbial gold watch” (Hart 2011). The implementation of this program does not need a separate budget for the company. In contrary, it benefits both parties. Employees gain “respect and recognition for their efforts” and motivate them to perform better which will in turn reduce the risk of resignation and increase productivity.

5.2 The cooperation between group leaders and workers

Leaders not only assign tasks but also “set the tone for their teams, provide motivation and support for members” (Leviticus, no date). In particular, “team or group leaders provide the tools and processes employees need to perform effectively. Leaders make sure employees have necessary equipment, software and personnel to perform assigned tasks” (Leviticus, No date). In this circumstance, the participants recommended that they should receive more support from team leaders who is able to bring guest items in service rooms so that it will reduce wasting time and also let the workers concentrate more on their work.

In addition, sometimes the equipment are broken or not functioning well and when it is needed then the workers realize the problem. Therefore, the group leaders could check and re-

port those faults and replace with proper tools, this would save time for both the worker and the group leader.

To be convenient for both team leaders and employees, the items report form is additional supportive solution to report to a team leader or other employees what items needed to be refilled in service room. In the form, all items will be listed and the housekeeper check through in the service room or storage room items missing and bring them to the office so that the other employees will refill those. The example of items report form is attached in Appendix.

5.3 Proper training procedure

As mentioned in interview process, training manual has not yet been provided to employees. Nevertheless, "having a training manual is vital throughout the hiring process because employees can use it as study guide and reference point, rather than fielding otherwise time-consuming questions" (Marie no date). The training manual could include visual materials such as pictures and video so that new employees would have an understanding of the working procedure before experiencing the real working life.

The first day of the work for any new employee is very important and it is the management's responsibility to guide him/her on the rules and regulations of the work and safety. A proper plan should be made for the new employee during the training period. It is on these days that the employee will comprehend all the information given and take steps to develop their efficiency.

The result from the questionnaire survey and workshop exhibited that the workers had experienced difficulties during their training period. The lack of information and improper plan confused the workers. For example, on the first day they were trained with a tutor in a particular floor and the next day it was a different tutor in a different floor. This confused the new employee in their learning process as each tutor have different style of teaching and working. As suggested the employee should be trained with a particular tutor until the training period ends and in a particular area. If the tutor is absent from work then it should be the responsibility of another tutor to teach, however, it should not be more than two tutors.

In conclusion, the recommendations were selected based on key elements of thesis research. Some suggestions have been implemented at the workplace while some are still in process of developing. These suggestions are practical and applicable. The video manual may require financial investment for making it.

6 Conclusion

The thesis research was conducted to develop and improve the operation of services at SOL's client's premises. This research is an approach to find solutions to the problems that the researchers experienced as a worker. The results from the questionnaire survey showed that there were two main issues: the responsibility of employee and training procedure.

The responsibility of employee does not explain clearly its definition and content. Therefore, the workshops were conducted to search for specific problem related to it. The first workshop applied brainstorming method in which 4 groups searched for solutions on "how to reduce wasting time". The facilitator gave 10 minutes for brainstorming session to all the groups for generating ideas. Initially, all the groups listed the factors affecting their work and found the most common problem was non-refilling of items which resulted in time consumption. This problem was also observed in brainwriting session.

The interview analysis indicated that refilling items was part of work and employees should fulfil their duties completely. Good work resulted in reward whereas unfulfilled duties were followed by less working hours. This is also one of the suggestions from participants. Based on solutions from participants, they recommended there should be more support from group leader(s) or supervisor to help them to fill items in storage room or inspect the working tools and equipment before using them so that there would be no interference during the work.

The next issue was training procedure which was explained by the participants in the survey that either the training period was shorter than actual training length which is from 2 to 3 weeks or the training information was not sufficient. This circumstance was answered clearly in the interview that the length of training period depended on each individual's learning process. Even though the new employee could work independently after first week he/ she would still be under the supervision of group leaders.

The interviewees did not clearly state any reasons for the lack of information. Instead they said they have started online orientation program which is mandatory for new employees and they also provided on-site training for both new and current employees to develop their skills. As a developmental step, there should be a training manual which has visual materials and video related to the work. This would provide the new employees an understanding of the work nature and procedure.

Overall, the thesis research received positive feedback from participants as well as supervisors in charge. These answers and additional comments were very valuable to thesis work. From these sources, there were many suggestions for developing and improving the operation

of cleaning services. However, the researchers only selected some solutions involving two main issues to introduce in the thesis project.

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Appendixes

Appendix 1: The questionnaire-based survey of development and improvement of the operation of cleaning services in English version


DEVELOPMENT AND IMPROVEMENT OF THE OPERATION OF CLEANING SERVICES SURVEY																																																																																										
<p>Dear participants,</p> <p>We are students from Laurea University of Applied Sciences; we are now doing the survey about development and improvement of the operation of cleaning services. This survey is divided into two sections: General Background and Development and Improvement of the operation of cleaning services. In "Development and Improvement of the operation of cleaning services" section there are four sub-sections including Training, Responsibility, Interpersonal Relationship and Teamwork. Your responses will be kept strictly confidential. Your answer and opinion are valuable and important to us to enhance the operation of cleaning services. We would like to thank you in advance for completing this questionnaire. Sincerely, Dung Bui & Nawang Wangmo</p> <p>February 3, 2015.</p>																																																																																										
General Background																																																																																										
Are you: <input type="checkbox"/> Full-time employee <input type="checkbox"/> Part-time employee <input type="checkbox"/> On trial period																																																																																										
Gender: <input type="checkbox"/> Female <input type="checkbox"/> Male																																																																																										
Age range: <input type="checkbox"/> 18-25 <input type="checkbox"/> 26-30 <input type="checkbox"/> 31-35 <input type="checkbox"/> 36-40 <input type="checkbox"/> 41-45 <input type="checkbox"/> 46-50 <input type="checkbox"/> Over 50																																																																																										
How long have you been working for SOL Palvelut Oy?																																																																																										
<input type="checkbox"/> Less than 6 months <input type="checkbox"/> 6 months- 1 year <input type="checkbox"/> 1-2 years <input type="checkbox"/> Over 2 years-5 years																																																																																										
<input type="checkbox"/> 5 years- 10 years <input type="checkbox"/> Over 10 years																																																																																										
Development and Improvement of the operation of cleaning services																																																																																										
<u>Training (training at the working premises)</u>																																																																																										
How long was your training period? <input type="text"/> (For example: 1 week)																																																																																										
Do you think your training period was sufficient to learn?																																																																																										
<input type="checkbox"/> Yes, it was <input type="checkbox"/> No, it was not																																																																																										
Do you think you received adequate information during the training?																																																																																										
<input type="checkbox"/> Yes I did <input type="checkbox"/> No, I did not, please specify <input type="text"/>																																																																																										
Do you think the lack of information affects your working efficiency?																																																																																										
<input type="checkbox"/> Yes, it does, please explain how <input type="text"/>																																																																																										
<input type="checkbox"/> No, it does not																																																																																										
Do you think training motivates you to perform better?																																																																																										
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<input type="checkbox"/> No, it does not																																																																																										
<u>Responsibility</u>																																																																																										
Are you aware of your own responsibilities?																																																																																										
<input type="checkbox"/> Yes, I am fully aware <input type="checkbox"/> I am not sure <input type="checkbox"/> My responsibility is ONLY to complete my work																																																																																										
<input type="checkbox"/> Not at all																																																																																										
Do people refill physical resources after using it? (If the answer is "No", please answer question a.)																																																																																										
<input type="checkbox"/> Yes, they do <input type="checkbox"/> No, they do not																																																																																										
How would it affect your work performance if they do not refill items? (Multiple choices)																																																																																										
<input type="checkbox"/> Time-consuming <input type="checkbox"/> Frustration <input type="checkbox"/> Motivation <input type="checkbox"/> Others <input type="text"/>																																																																																										
<p>Are all working equipment kept back in places at the end of the working day?</p> <p><input type="checkbox"/> Yes, they are <input type="checkbox"/> No, they are not</p> <p>Are you willing to solve the problems if mistakes happen?</p> <p><input type="checkbox"/> Yes, I am <input type="checkbox"/> No, I am not, why? <input type="text"/></p> <p>Overall, how will you evaluate the importance of responsibility towards motivation?</p> <p><input type="checkbox"/> Very important <input type="checkbox"/> Important <input type="checkbox"/> Not so important <input type="checkbox"/> Not Important at all</p> <p>INSTRUCTIONS: Please answer the following questions by checking the appropriate box. Choose the option which best represents your current work situation</p> <table border="1"> <thead> <tr> <th></th> <th>Strongly Agree</th> <th>Agree</th> <th>Neutral</th> <th>Disagree</th> <th>Strongly Disagree</th> </tr> </thead> <tbody> <tr> <td colspan="6">Interpersonal Relationship</td> </tr> <tr> <td>My supervisor treats me as I would like to be treated</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>My supervisor is easy to approach</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>I get along well with colleagues</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>I have colleagues to whom I can turn to help me solve problems or who can take on extra work when I feel overburdened</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Having good relationship with boss and colleagues motivates me a lots</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="6">Teamwork</td> </tr> <tr> <td>There seems to be no cooperation among people</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Some people put their needs ahead of others'</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other team members will help me if I need</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>The communication among people is clear and good</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Teamwork motivates me to perform work better</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="6">Please feel free to share any comments, suggestions and opinions you have:</td> </tr> </tbody> </table>								Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Interpersonal Relationship						My supervisor treats me as I would like to be treated						My supervisor is easy to approach						I get along well with colleagues						I have colleagues to whom I can turn to help me solve problems or who can take on extra work when I feel overburdened						Having good relationship with boss and colleagues motivates me a lots						Teamwork						There seems to be no cooperation among people						Some people put their needs ahead of others'						Other team members will help me if I need						The communication among people is clear and good						Teamwork motivates me to perform work better						Please feel free to share any comments, suggestions and opinions you have:					
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Appendix 2: The questionnaire-based survey of development and improvement of the operation of cleaning services in Finnish version

SIIVOUSPALVELUTOIMINNAN KEHITTÄMINEN JA PARANTAMINEN KYSELY

Hyvä lukija,
Olemme opiskelijoita Laurea-ammattikorkeakoulusta ja toivitteemme on kehittää ja parantaa siivouspalvelutoimintaa SOL Palvelut Oy:llä. Tämä kysely on jaettu kahteen osaan: Yleistä taustaa ja osiossa on neljä alaluokkaa: koulutus, vastuu, ihmishuoli ja ryhmätyö. Antamasi vastaukset ovat ensiarvoisen tärkeitä tekemämme tutkimusta kohtaan ja kaikki antamasi tieto käsitellään luottamuksellisesti eikä niitä luovuteta eteenpäin. Haluaisimme kiittää sinua etukäteen täyttämästäsi lomakkeesta. Terveisin, Dung Bui & Nawang Wangmo.

Helmikuu 3, 2015



Yleistä taustaa

Oletko: ☐ Kokoaikainen työntekijä ☐ Osa-aikainen työntekijä ☐ Koeajalla

Sukupuoli: ☐ Nainen ☐ Mies

Ikähaarukka: ☐ 18-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ Yli 50

Kuinka kauan olet työskennellyt SOL Palvelut Oy:llä?
☐ Alle 6 kuukautta ☐ 6 kuukautta - 1 vuosi ☐ 1-2 vuotta ☐ 2-5 vuotta
☐ 5-10 vuotta ☐ Yli 10 vuotta

Siivouspalvelutoiminnan kehittämisen ja parantaminen

Koulutus (koulutus työpaikalla)

Kuinka kauan harjoittelujaksosi kesti? (Esimerkiksi: viikko)

Oliko harjoittelujakso riittävä?
☐ Kyllä ☐ Ei

Luuletko saaneesi riittävästi tietoa koulutuksen aikana?
☐ Kyllä ☐ Ei, ole hyvä eritellä _____

Luuletko, että tiedon puute vaikuttaa työtehoosi?
☐ Kyllä ja kuinka? _____
☐ Ei

Luuletko että koulutus motivoi sinua enemmän?
☐ Kyllä, ole hyvä kerro vaan _____
☐ Ei

Vastuullisuus

Oletko tietoinen omista vastuualueistasi?
☐ Kyllä, olen täysin tietoinen ☐ En ole varma ☐ Oma vastuu on ainoastaan täyttämään työni
☐ Ei lainkaan

Täyttävätkö työntekijät varastot valmiiksi seuraava päivää varten oman vuoronsa jälkeen? (Jos vastaus on "Ei", vastaa kysymykseen a.)
☐ Kyllä ☐ Ei

Miten se vaikuttaa työsuoritukseen, jos varastoja ei ole täytetty? (Moni-valintoja)
☐ Kuluttaa aikaa ☐ Turhautuminen ☐ Motivaatio ☐ Muut _____

Ovatko kaikki työvälineet palautettu takaisin paikoilleen työpäivän lopuksi?
☐ Kyllä, ne ovat ☐ Ei, ne ole

Oletko valmis ratkaisemaan ongelmia, jos virheitä tapahtuu?
☐ Kyllä olen ☐ Ei, en ole, miksi? _____

Kaiken miten aiotte arvioida merkitys vastuu motivaatiota?
☐ Erittäin tärkeä ☐ Tärkeä ☐ Ei niin tärkeä ☐ Ei lainkaan tärkeä

OHJEET: Vastatkaa seuraaviin kysymyksiin rastittamalla sopiva ruutu. Valitse vaihtoehto, joka parhaiten kuvaa nykyistä työtilanteesta	Täysin samaa mieltä	Samaa mieltä	Neutraali	Eri mieltä	Täysin eri mieltä
Ihmishuoli					
Esimieheni kohtelee minua kuin haluaisin tulla kohdelluksi					
Esimieheni on helppo lähestyä					
Tulen hyvin toimeen työtovereiden kanssa					
Minulla on kollegoita, joille voin kääntyä auttaa minua ratkaisemaan ongelmia tai jotka voivat ottaa ylimääräistä työtä kun tunnen ylikuormitettuja					
Ottaa hyvät suhteet pomo ja kollegoiden motivoi minua paljon					
Ryhmätyö					
Ei näytä olevan mitään yhteistyötä ihmisten keskuudessa					
Jotkut ihmiset laittavat heidän tarpeisiinsa edellä muita					
Muut ryhmän jäsenet auttavat minua jos tarvitsen					
Viestintä ihmisten keskuudessa on selkeä ja hyvä					
Tiimityö motivoi minua tekemään työtä paremmin					
Olkaa hyvä voitt vapaasti jakaa kommentteja, ehdotuksia ja mielipitteitä meille:					

KIITOS PALJON!
VASTAUKSESI OVAT ARVOKKAITA MEILLE!

Appendix 5: Interview questions

SOL Palvelut Oy



Interview

As a part of research thesis project, we would like to interview you to collect more information to develop and improve the operation of services at the client's premises. Your opinion and answers are important to us. Your personal information will be kept strictly confidential. Sincerely Dung Bui & Nawang Wangmo

- 1 How do you define your workers?
- 2 Is the work force multicultural?
- 3 Do you face challenges to manage multicultural employees?
- 4 Do you organize some social events for employees to participate after work?
- 5 What kind of problems do you face in organizing the operation of work? And how do you solve it?
- 6 Do you provide training manuals for new employee to read before actual training at workplace?
- 7 How many days does a new employee work with their trainer averagely?
- 8 As a supervisor, how will you make your employees be responsible for their works?
- 9 Do you often organize staff meeting where you can inform and update new information to employees or employees can discuss and share their own opinions to improve work?
- 10 Do you send employee to help another one in case they need?
- 11 In order to motivate your employees to perform work effectively, what kind of methods do you use?

Appendix 6: Brainstorming workshop

Right the first time

- * ~~Write down~~ Write down no items entering so that (inform) next person brings to the floor
- * Think about your colleague not only yourself (that's what we call "teamwork")

Reduce ~~time~~ waste of time at work

- * Take time off from salary (punishment)
- * No excuse even if you work only a day per week at the hotel
- * Using proper tools & equipment when cleaning \rightarrow 1st avoid burning your hands, 2nd ~~save~~ save time
- * Take another clean towels / stain
- * All items belongs to the kitchen - bring straight to the kitchen at the end of the day. (the service is clean &)

Ways to remove waste from our work ①

- Take extra stuffs from the main service room in the begin
- Store everything in every service rooms.
- Separate clean towels & clean bed sheets.
- Fill up your own cleaning liquid after the shifts.
- The supervisors can support us by bringing us what we're in need & missing (e.g. clean towels, cups, ...)
- Having trolleys, near the room that you're cleaning placed
- Figure the best order of actions you're going to do when entering the room (based on room design or personal functioning way).

- * Making aware, and not being selfish and thinking for everyone.
- * Making the missing list.
- * One person taking care of all the service room and stuff.
- * Telling the supervisor about the stuff we are finishing with.
- * Informing about the problem with working tools.
- * The situation we are going through. (explaining to the supervisor).
- * Being organised (planning stuff in your mind)
- * Giving your floor. (personally).

Keep (punishment) work only feel when upstart when your leader

the kitchen

at the end of

slow &)

Write down

bring to

inform

next person

about your

colleague not only

what we call

teamwork

Appendix 7: Brainwrtng workshop

Problems

- lack of cleaning equipment e.g. vacuum cleaner, mop size.
 → workers need to search for equipment, which results in waste of time.
- trash bags are not strong enough to hold the garbage.
 many times the bags tear out and create mess all over the corridor.
- lack of motivation for workers.
- ~~lack of staff~~.
- More work, less time. Pressure and stress is always in the mind of worker. ~~There is no time to think about the means of working with efficiency~~
 always
- many workers are on sick leave it means work is beyond human capacity.

Solution

- buying more equipments and timely repair of the broken ones.
- replace the bag with stronger one.
- reward and some like like 'employee of the month' should be introduced.
- time should be added or more load should be reduced.

Long before the war was over with Post some
thought the new small management was caused several
problems.

Empty bottles do not very easily be collected the first landing which has made me to spend time in searching empty bottles in and other ways.
→ Any leader can manage the number of bottles needed in the workshop.

2. Tailings are filled with desired numbers of lead sheet cuts which has made workers time waste in managing the counts of lead sheet cuts.

→ Group leaders can manage the numbers of sheets needed for the workers.

3. ① Deflated under certain revenues and at
the same makes delay in completely started

→ If going leader assist by doing these detached activities it will be help workers to complete tasks earlier.

THE JOURNAL OF THE

1. PRODIGAL WASTED THE INHERITANCE HE RECEIVED FROM HIS FATHER AND THE INHERITED HATING TO GO ON WORKING POORS.
2. CLIMBING UP TO THE ROOFS AND WELL WENT DOWN THE STREET WHERERE THESE COULD BE SEEN AND HE BECAME RECKLESS FOR THE NEXT DAY.
3. AT A LARGE COMPANY WITH MANY VEHICLES EMPLOYEE OF THIS KIND SHOULD BE GIVEN AND PAID ON THESE REQUIREMENTS.
 - ↳ COMPARISON WITH SMALL NUMBERS IS WORKERS "THEY SHOULD ORGANIZE" A SMALL OUT TOGETHER ONCE IN A WHILE
4. REGULAR IS THAT IT IS NOT THE SAME!
 - ↳ WORKER
5. DIFFERENT IN FIND THE BOOK WHERE HE WENT AND HAD TO WRITE ABOUT FOR THEM.
6. EVERY DAY THE SUPERVISORS ARE CHANGING AND THEY HAVE DIFFERENT WORK THESE CONVINCING THE WORKERS.

SOLUTION

- ~~SAID~~ PLANS BEING THE WORK POINTS OUT THAT NO REASON DOES EXIST WHY THE WORK TIME
- EVERY WORKER SHOULD MOVE FROM THE LOCKER AFTER THEY FINISH THEIR WORK
- THE REASON IS BECAUSE THE WORK SHOULD BE FINISHED
- THE COMMUNICATION SHOULD BE CLARIFY AND PROPER
- WORKERS SHOULD BE PROPERLY INFORMED AND THE WORK SHOULD BE FINISHED IN THE TIME

Appendix 8: The example of items report form

Items report List



Name of employee/ Työtekijän nimi	Date / Päivä	Floor/ Kerros
List of items name	Empty	Full
Bathroom		
1. Dispenser shower gel	<input type="checkbox"/>	<input type="checkbox"/>
2. Dispenser Hair & Body gel	<input type="checkbox"/>	<input type="checkbox"/>
3. TM conditioner 50 ml	<input type="checkbox"/>	<input type="checkbox"/>
Hotel room		
1. Bed sheet (260cm)	<input type="checkbox"/>	<input type="checkbox"/>
2. Bed sheet (180cm)	<input type="checkbox"/>	<input type="checkbox"/>
3. Shower towel	<input type="checkbox"/>	<input type="checkbox"/>
4. Face towel	<input type="checkbox"/>	<input type="checkbox"/>
5. Floor towel	<input type="checkbox"/>	<input type="checkbox"/>